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Draft of Management Model of Work Motivation in Hotels

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Abstract

The essential part of the hotel that wants to be successful are satisfied and loyal employees. The role of management is to lead employees to the success of the progressive achievement of the hotels goals. To achieve the general goal of the hotel that is to increase profits and maximize employee performance is not possible without systematic process of motivation. In view of the singularity of each employee is motivating difficult but desirable process. It is important to know and examine motivation factors, based on which we can establish suitable motivation tools. The most applied tools are motivation programs. It is not enough to design, but also to apply program so that its components act positively on employees and motivate them to achieve maximum performance. This paper deals with clarification of tools and factors of work motivation in hotels in Slovakia. The aim of this paper is to present a model that will serve hotel managers in cooperation with experts and employees draw up motivation programs to improve work motivation of employees in hotels.

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Keywords:

1. Introduction

Behavior of employees, their approach to work and performing work tasks significantly affects motivation. Term motivation comes from the Latin word (movere) and expresses movement, the reason to do something. Motivation can be defined as an internal state or condition (sometime described as a need, desire, or want) that activates or energizes behavior and gives it direction (Kleinginna, Kleinginna, 1981) and leads to behavior that aims at satisfying needs (Lussier, 1990). A cause, a motive, and a goal depend on each other. According to the Cause-Motive-Behavior-Goal theory (Leavitt et al. 1990), human behavior has three important characteristics: behavior is cause,

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directed and motivated. A cause, a motive, and a goal depend on each other (Reisinger, 2009). Each individual reacts differently to internal sources of motivation or external stimuli under different circumstances.

From this perspective, we distinguish between internal and external motivation of employees (Martin, Fellenz 2010; Armstrong, Taylor, 2014). Internal motivation is reflected when people feel that their work is important, interesting and stimulating. It provides them with adequate freedom (autonomy), the opportunity to develop themselves and achieve satisfy their needs and desires (Pink, 2009). The external motivation is associated to the placing employees into move in a direction that is desired to achieve some results. We are inclined to the view of Griffin (2016), which internal motivation constitutes of internal driving force of human activity, which directs the cognition, behavior and survival. Conversely, by the external motivation is to use external sources, various funds which encourage employees to achieve the desired behavior and performance.

Work motivation is the subject of scientific discussions multiple authors (Morrison, 1996; Rutherford, 2002; Tsaur, Lin, 2004; Marvin, 2006; Martin, Fellenz 2010; Jelačič, 2011; Blašková, Hitka, 2011; and other). Despite different approaches to research, arrive at a consensus of views on work motivation. In work motivation linking the process of motivation on the part of managers to internal experience, satisfy the needs and performance goals of employees. Work motivation reflects the general approach human access to the work and his willingness to work. As noted by Taylor (2015), performance can be improved by focusing on motivation. Motivated employees access to work tasks with a sense of greater responsibility, produces better work performance and work satisfaction will be reflected in customer satisfaction.

This paper deals with clarification of tools and factors of work motivation in hotels in Slovakia. In examining we start from axiom that, the management of the hotel, which wants to motivate employees to higher performance, must have an idea of their needs and expectations. Therefore, it is important to examine work motivation and search tools that contribute to fulfillment business and personal goals of employees.

2. Tools and Factors of Work Motivation

The essence of work motivation is in a relationship with employees to the work. They enter into this process motivated and motivating. Motivating is generally manager and motivated are employees and generally managers. This is related to the management of work motivation which focuses on work skills and competences of the employees in examining motivation factors and using of appropriate motivation tools. The result of the management of work motivation is the choice of the most appropriate way of employee motivation by combining external stimuli and internal motives emanating from within the individual employees and directing employees to the achievement of business objectives in satisfying their needs.

Opinions on motivating forms are different. We divided them into three groups. The first group (Kamp, 2000; Walker, 2003; Kassay, 2007; Boledovič, Košturiak, 2009; Hinkin, Schriesheim, 2009; Chen, et al. 2012) claims that non-financial motivating forms are more effective for active employees and managers in the long term, the second group of authors (Spreitzer, 1995; Delery, Doty, 1996; Riley, 1996) prefers motivation in the form of financial reward. In the last group we include authors (Lundin, Söderholm, 1995; Simons, Enz, 1995; Analoui, 2000; Maroudas, Kyriakidou, Vacharis 2008) where commend a combination of financial and non-financial forms based hierarchical organizational structure of the enterprise.

The scientific discussion is also associated with a different approach to motivating. Most authors builds on motivation theories (Taylor, 1911; Maslow, 1943; Herzberg, 1954; McGregor, 1960), they don't distinguish between the terms motivation factors and motivation tools and use the term motivation factors (Stýblo, 1993; Fuchsová, Kravčáková, 2004; Nawrocka, Oparka, 2007; Maroudas, Kyriakidou, Vacharis, 2008). Another group of authors (Blašková, Hitka, 2011; Urban, 2014) considers that motivation factors and tools are part of the management of work motivation. The difference between terms factor and tool result from expression of the word. While word factor constitute a driving force, the concept of tool is useful as an aid, a means by which we want to achieve something (www.slovník.juls.savba.sk, 2015).

With motivation tools operate managers on the strength, structure and direction of the motivation of individuals and groups under confinement place. The difference between the factors and tools is that while motivation factors are the richest set of ways influencing employee motivation and act intentionally and accidentally, motivational tools seen as a direct, targeted and actively acting elements, approaches and forms of influencing work motivation.

The aim of motivation tools is to achieve concrete behavior and take responsibility for them motivating. In theory, is important their differentiation. We believe that motivation tools used by managers as a means to achieve the desired behavior of employees while motivation factors are intrinsic incentive in the form of factors that motivate employees satisfy their needs.

The practice is increasingly looking for new approaches and ways of motivated employees to perform the task and contribute to business performance and customer satisfaction. The focus is on examining human behavior, the disposition of individuals for their actions, which may be or unrealistic encourage to higher performance. The basic layout of a person, motive action is motive of performance, aggression, power, association and help (Dvořáková et al. 2012). If the requirement on employees is low, it does not affect the motive to work performance and dominant are other motives. If the employee's expectations are in line with the fact strengthens the motive performance. Employee tends to regard himself as the cause of success or failure. Based on Heckhausen concept two motivation types (Heckhausen, 1991), possibilities of evaluation from the employee's perspective are:

- success, cause sees in himself,
- failure, cause sees in the external circumstances, reducing the feeling of being at fault, and the fear of further failures,
- success, see the cause of lucky circumstances at their workplace, failure sees in himself; downside is avoiding responsibility for work performance,
- employee consider himself to be the cause of success and failure, result is higher participation at the work performance.

From the above reactions can be deduced recommendations for the adoption of the strategy and tactics of managers in work motivation. The purpose of motivation strategy is purposeful, systematic and sustained action on the success and competitiveness of enterprises through employees and managers and motivated efforts. Motivational strategy sets out the conditions, sources, methods, measures, the ways how to achieve business goals. Clark (2003) to the basic stimuli of work motivation includes build realistic levels of self-confidence, positive emotion and effective personal values for work tasks. From managers level in enterprise is necessary to: (1) help people develop self-confidence in their work skills, (2) create a positive emotional environment at work and (3) support development of strong personal values for performance goals.

The starting point for the management of work motivation is the knowledge of internal incentives, motivates employees that strengthen their confidence in the success and suppress the fear of failure. Managers use different tools to motivate employees, for example organizational culture, systems of interactive communication, internal marketing or motivation program. From the above tools, motivation program focuses directly on motivated employees. Its main objective is to actively influence work performance, create positive attitudes of employees to the company. Development and application of personal skills will contribute to achieve the business goals and personal ambitions of employee (Nawrocka, Oparka, 2007). Other motivation tools primarily monitor the goals of the company promoting common values and standards, interactive communication system, support of excellence and competent employees and use them to impact on employee behavior.

From a theoretical understanding of work motivation we conclude that the work motivation affect personality and characteristics of all employees and managers involved in the process of motivating associated with a vision and a common effort. Therefore, to knowledge and to examine motivation factors are crucial. This make possible to create suitable motivation tools for the management of work motivation and achieve the aims of the company and its employees.

3. Methodology and Research

In compliance with the objectives of the research project^{†1} we conducted a survey aimed at surveying of work motivation in multinational hotel chains and independent hotels in Slovakia. We were interested in finding the importance of motivating factors for actions of employees and management tools of work motivation applied in surveyed hotels. The results of investigations will use to design management model of work motivation.

We test the underlying hypotheses (H_0), which provided that there are differences in the management of work motivation in chain and independent hotels. The main hypothesis H_0 we developed into two sub-hypotheses, which provided that:

H_1 : employee satisfaction with work motivation is higher in chain hotels as in independent hotels.

H_2 : motivation program is an effective tool for the management of work motivation.

The data collection was realized in the second half of 2015 by the method of questioning, in person and electronically. The basic sample consisted of 637 hotels (www.statistics.sk), of which 38 hotels belonging to hotel companies and 599 independent hotels. We obtained the views on work motivation from 334 employees working in 34 chain hotels and from 421 employees working in 395 independent hotels. From results of the good agreement test shows that the p-value equal to 0.093, at the chosen significance level of 0.05 was confirmed representativeness of the sample chain and independent hotels. The interview we conducted with 36 managers of chain hotels and 52 managers of independent hotels.

The subject of questioning 755 hotel employees were questions addressing to the motivation factors that affect work motivation, we investigated the effect of work motivation to work performance, the reason for the lack of work motivation and satisfaction with work motivation at the hotel. Choice of motivation factors is the result of study professional domestic and foreign literature and experience with the analysis of work motivation in hotels. Based on the Likert scale, respondents rated the motivation factors that affect their work motivation. Using Friedman test, we found the strongest and weakest order of motivation factors (figure 1 a table 1).

Table 1. Comparison of employee motivation factors in chain and independent hotels.

Rank	Chain hotels	Independent hotels
1.	financial benefits	praise
2.	career development	workplace relations
3.	job security	financial benefits/ leadership style of manager / career development
4.	hotel image	education / job security
5.	workplace relations	self-realization
6.	education	hotel image
7.	praise/ self-realization	communication with manager
8.	communication with manager	authority and responsibility
9.	authority and responsibility / leadership style of manager	–

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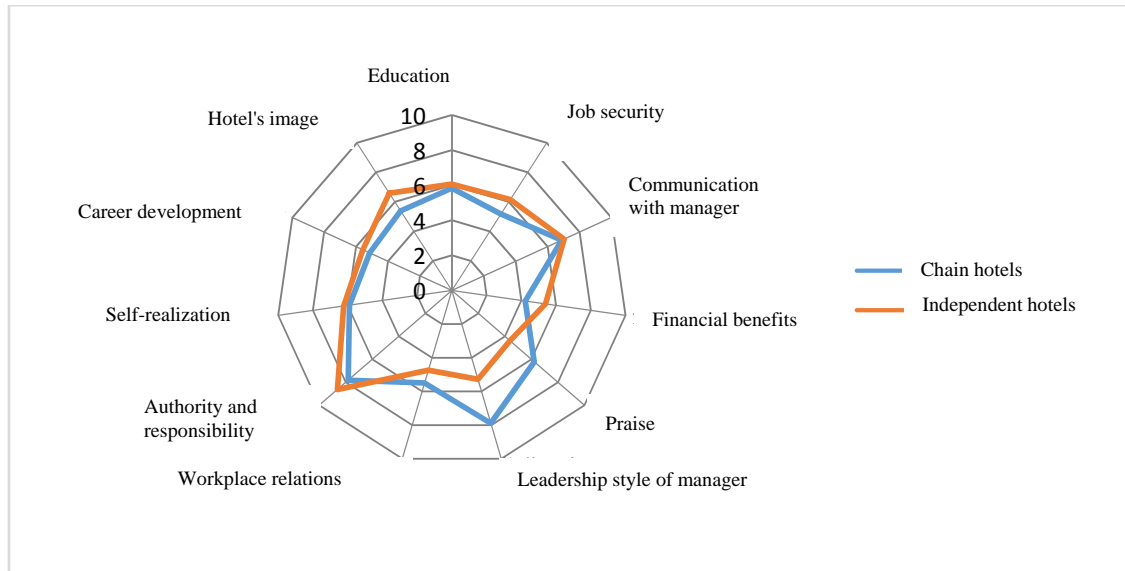


Fig. 1. Order of employee motivation factors in chain and independent hotels.

From interviews with 88 managers of hotels it showed that the most important factor impacting on employee motivation is praise and recognition of their work. Almost all (98%) agreed on a strong link of work motivation and work performance. Contradictions between the responses of managers and employees are touching examination of job satisfaction. According to managers, the motivation examine in 61.5 % of hotels by interview or questionnaire but this view support only 40.1 % of employees in chain hotels and 16.5 % employees in independent hotels. Risk point of work motivation management in surveyed hotels is motivation tools. From the tools of work motivation is motivational program established only in 52.7% of chain hotels and in 6.4% of independent hotels. Most respondents would like to see their upgrade or implementation. They regarded them as an effective means of motivation.

4. Draft of Work Motivation Model

The basic assumption changes in motivated employees is the recognition of the existence of a specific problem, which may be for example high staff turnover rate, decreased work performance, employee dissatisfaction. Change is essential for the prosperity of the hotel in the future. This is a shift from unwanted status to wish, target state. The intention is to present a model that will serve hotel managers in cooperation with experts and employees draw up motivation programs to improve work motivation of employees in hotels.

Management model of work motivation starts with an analysis of the current state work motivation (fig. 2). Subject of survey are motivation factors such as interpersonal relationships at the workplace, communication with managers, financial benefits education, self-realization, career development, praise, authority and responsibility hotel's image and job security. In this phase, managers have to ask: (1) is the current state of work motivation employee in the hotel adequate, (2) what are differences and (3) how they can be solved.

The survey of preferences motivation factors is carried out structured interviews or questionnaires. In the evaluation phase are applied different procedures to monitor the preferences of management and internal employee motivates to increase performance, satisfaction, stabilization, development. After evaluation of the survey we can establish specific objectives change, motivation tools, holders and financing method. Attention must be paid to communication employees with managers at basic management levels from the reason to create a positive atmosphere. Employees are more able to identify to the events in the company, unless we openly discuss with them not only about the successes but also about the problems and jointly looking for solutions and ways from the resulting unfavorable situation. The feeling of being in a binding decision of the hotel management is an important

element of the identity with organizational culture.

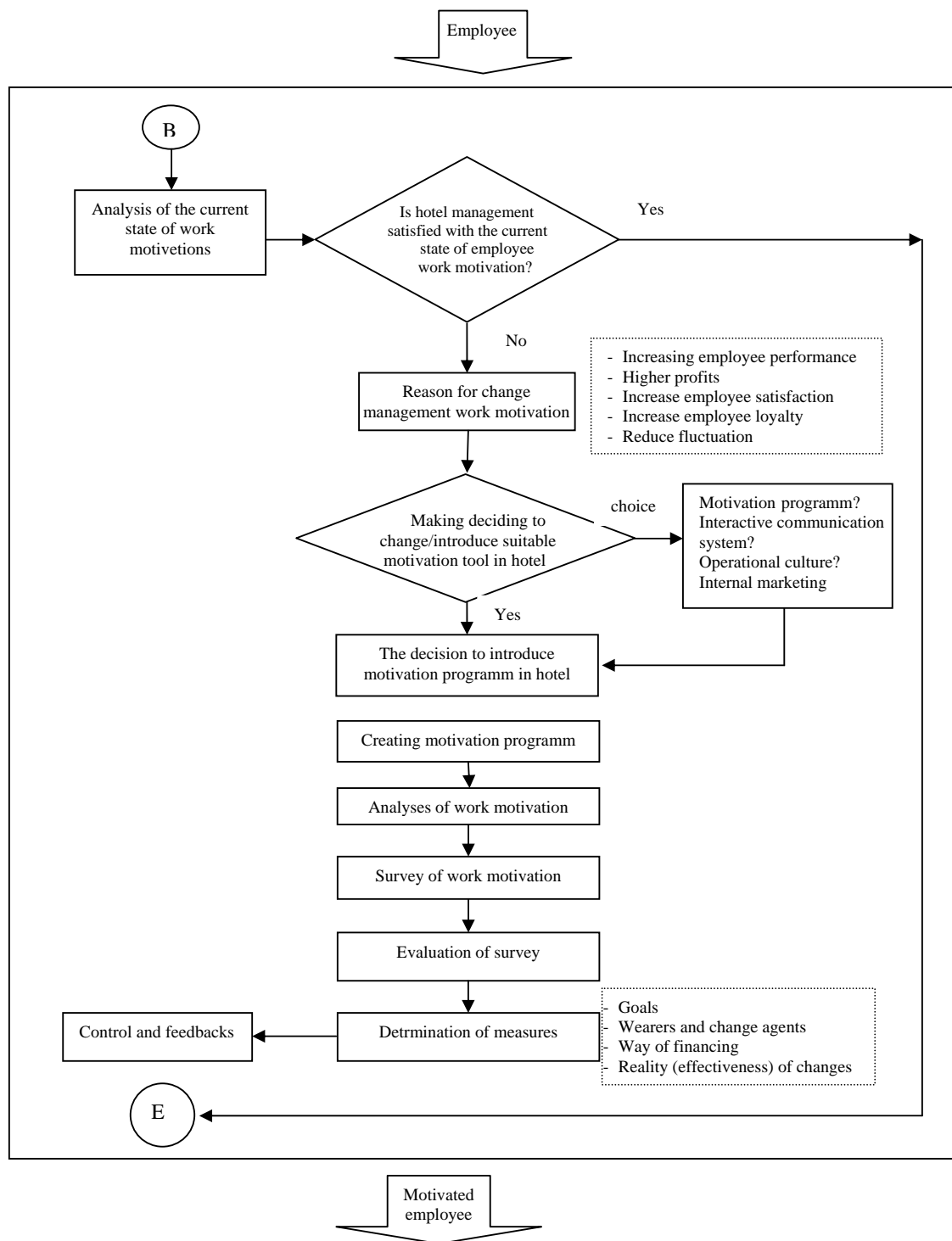


Fig.2. Draft of Management Model of Work Motivation.

If the cause of employee dissatisfaction is the lack of motivation, it is advisable to opt for the introduction or innovation of existing motivation program. Sources of dissatisfaction may be an insufficient and unclear communication at the workplace, not corresponding style of work management, dysfunctional information system, incompatibility of personal goals and expectations of employees and management. Using cluster analysis, the employees are grouped according to the motivation related groups and for each group will propose concrete motivation tools, for example differentiated motivation programs (table 2).

Table 2. Motivation related groups of employees.

Hotel	Motivation group	Motivation factors	Focus area in motivation program
Chain	waiters	- education	- training, courses, competitions
		- financial benefits	- referral program
		- career development	- reward system
			- succession management
	receptionists	- job security	- employment contract for an indefinite period
		- hotel's image	- rotation plan
Independent	cooks		- stabilization system
		- workplace relations	- support / improvement work team (parties, trips, sports)
		- communication with manager	- personal / informal interviews with managers
	receptionists	- praise,	- to notice and appreciate the work of employees
		- leadership style of manager	- personal / informal interviews with managers
		- workplace relations	- support / improvement work team (parties, trips, sports)

The result of clustering is also a separate group of managers in chain hotels. For this group we recommend motivation through individual tools, not using motivational program. Managers motivate self-realization, authority and responsibility. Therefore, we recommend that owners provide managers sufficient space for making decision to remove duplication of orders by the owners and managers to employees and increase the working motivation. Also suitable are training for managers focused on effective leadership and management of the hotel staff, and management complicated emergencies, psycho-hygiene managers with an emphasis on increasing resistance to stress and emotionally exposed situations.

Management model of work motivation is the result of work motivation observation and examination in hotels. The proposed model is a model of thought and presents a summary of the general rules and procedures for the management of work motivation based on the examples "Best Practice".

Basic attributes of the model are openness and dynamics, based on the need for continuous adaptation to changing conditions in internal and external environment. Based on universalist approach, universal use of principles and procedures in work motivation employee, each hotel can adapt to their own conditions aimed in motivation program and apply pivot approach "Best Fit".

5. Conclusion

The survey of work motivation tools and factors confirm entry conditions. The decisive motivation factor of employees in chain hotels are financial benefits and career development, while in independent hotels dominates praise and good workplace relations. Drawn up motivation program is not a guarantee of development of motivational environment, but its introduction in hotels respondents perceive positively.

The knowledge of employee motivation preferences in the context of the objectives of the hotel development, working environment, managers work style, as well as the situation on the labor market has a significant impact on the adoption of management decisions to drive work motivation. This is necessary to regularly examine motivation factors leading to employee satisfaction or dissatisfaction in the workplace. In this sense we regard a second hypothesis to be confirmed.

The hotel management must know job performance of employees have an idea about their needs, expectations and motivating factors, if they want to motivate its employees. Our recommendation to the hotel manager is doing everything for understanding motive of acting employees. Work motivation is the energy that drives us to use our

expertise, choose to do what we must to achieve work goals. Motivated employees, whose needs and expectations are being achieved, contribute to increasing performance, hotel success and guests satisfaction.

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